# State of Washington Dept. of Agriculture

# Human Resource Management Report

| | |
|---|---|
| | Plan & Align Workforce |
| Hire Workforce | Deploy Workforce | Reinforce Performance |
| | Develop Workforce |

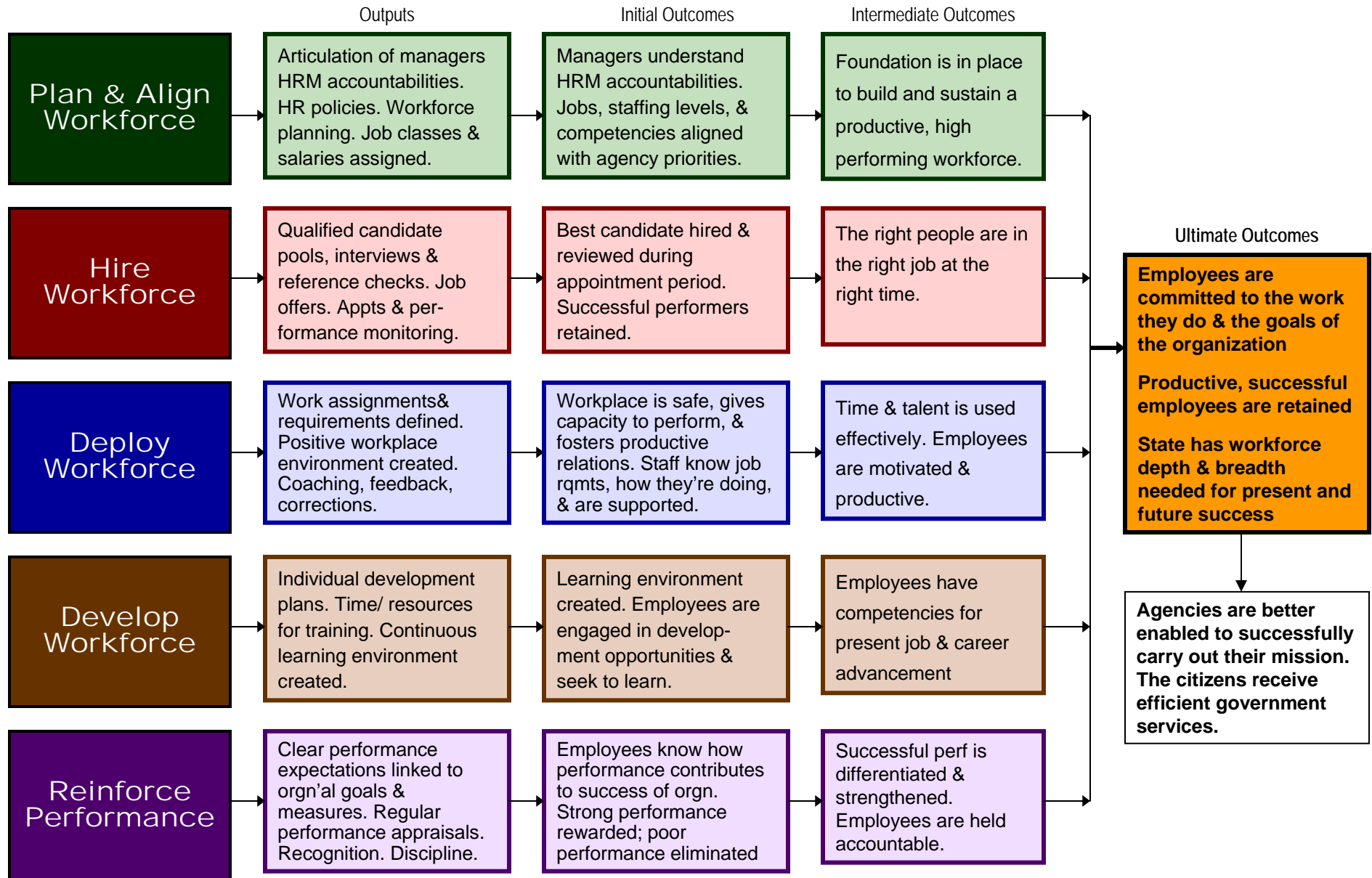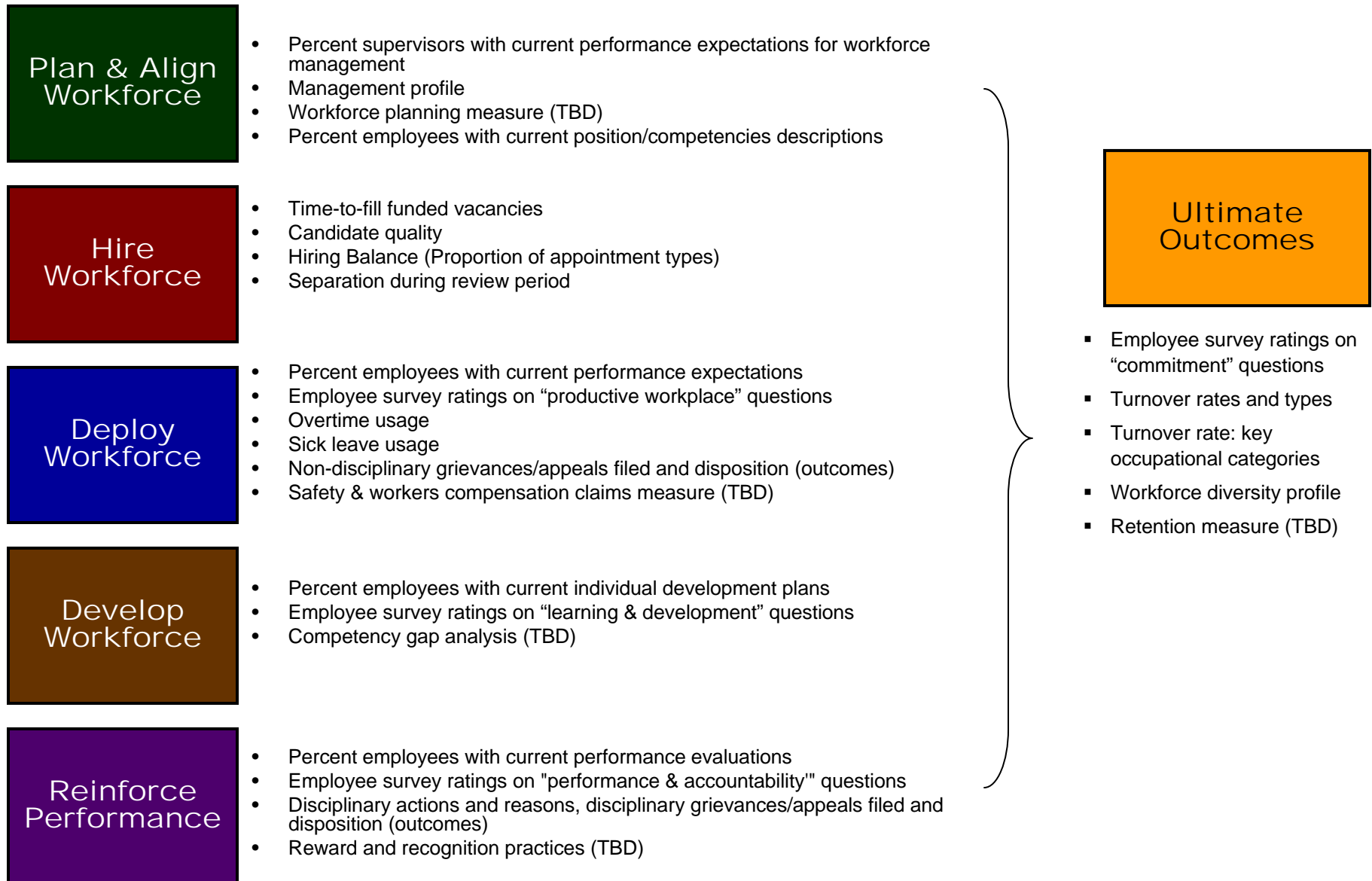**WSDA**
WASHINGTON STATE
DEPARTMENT OF AGRICULTURE
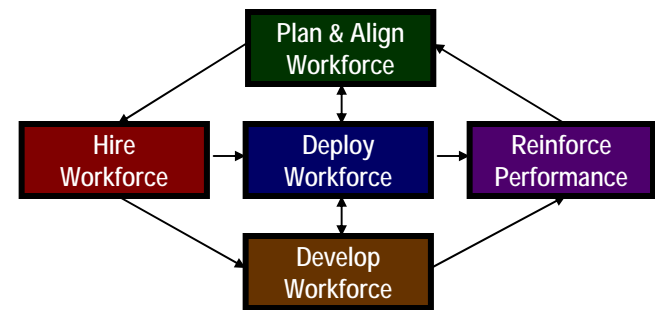
April 30, 2007

**Prepared for:**
**Valoria Loveland, Director**
**Department of Agriculture**

**By:**
**WSDA Human Resources**

# Managers' Logic Model for Workforce Management

| | Outputs | Initial Outcomes | Intermediate Outcomes | |
|---|---|---|---|---|
| **Plan & Align Workforce** | Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned. | Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities. | Foundation is in place to build and sustain a productive, high performing workforce. | |
| **Hire Workforce** | Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring. | Best candidate hired & reviewed during appointment period. Successful performers retained. | The right people are in the right job at the right time. | |
| **Deploy Workforce** | Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections. | Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported. | Time & talent is used effectively. Employees are motivated & productive. | |
| **Develop Workforce** | Individual development plans. Time/ resources for training. Continuous learning environment created. | Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn. | Employees have competencies for present job & career advancement | |
| **Reinforce Performance** | Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline. | Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated | Successful perf is differentiated & strengthened. Employees are held accountable. | |

**Ultimate Outcomes**

**Employees are committed to the work they do & the goals of the organization**

**Productive, successful employees are retained**

**State has workforce depth & breadth needed for present and future success**

**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**

# Standard Performance Measures

**Plan & Align Workforce**

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

**Hire Workforce**

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

**Deploy Workforce**

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

**Develop Workforce**

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

**Reinforce Performance**

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability'" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

**Ultimate Outcomes**

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

## Plan & Align Workforce

**Outcomes:**

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

**Performance Measures:**

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

# Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 100%**

Total # of supervisors with current performance expectations for workforce management = 120

Total # of supervisors = 120

NOTE: Number of supervisors includes all who supervise, including EMS, WMS and WGS.

**Analysis:**

- Director Loveland sent out a memorandum in April 2007 to all managers and supervisors communicating her expectations for human resource management.

**Action Steps:**

- The Director will reinforce her expectations on a yearly basis.

Data as of 04/13/07
Source: Agency

# Plan & Align Workforce

## Management Profile

**Outcomes:**

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

**Number of WMS employees = 34**

**Percent of agency workforce that is WMS = 5.2%**

**Number of all Managers* = 43**

**Percent of agency workforce that is Managers* = 6.6%**

* Headcount in positions coded as "Manager" (includes EMS, WMS, and WGS)

**Analysis:**

- WSDA has met its assigned target reduction of 8 WMS FTEs.
- The number of WMS positions has remained constant since Sept. of 2006.

**Action Steps:**

- Continue to monitor to ensure that that WMS positions are used appropriately.

### Washington Management Service Headcount Trend



**Performance Measures:**

Percent supervisors with current performance expectations for workforce management

**Management profile**

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

### WMS Management Type
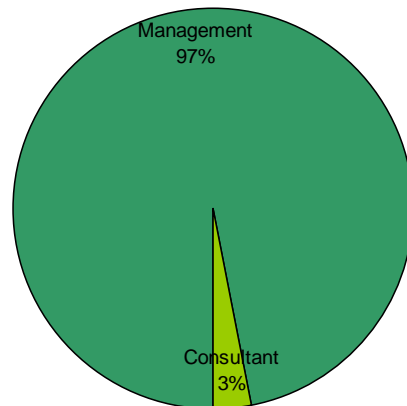


| Manager | 33 |
| Consultant | 1 |
| Policy | 0 |

Data as of 12/31/2006
Source: HRMS BW

## Plan & Align Workforce

**Outcomes:**

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

**Performance Measures:**

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/ competency descriptions**

# Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 18.9%**

**Target: 100%**

Total # of employees with current position/competency descriptions* = 97

Total # of employees* = 513

*Applies to employees in permanent positions, both WMS & GS

*NOTE: 18.9% reflects current position descriptions on the new PDF form. Current position descriptions on the old CQ form are not reflected.*

**Analysis:**

- WSDA has not had a reliable process for tracking position descriptions.
- Percentage of current position descriptions is likely higher.

**Action Steps:**

- WSDA Deputy Director established a cross-organizational work team to develop an action plan for timely completion of evaluations. That plan will include the updating of position descriptions. **When: 3/19/07**
- WSDA Director sent a memorandum to all managers and supervisors on her expectations for human resource management. In that memorandum she set out her expectation that position description forms (PDFs) are updated. **When: 3/28/07**
- WSDA HR will develop a method for tracking PDFs. **When: 5/1/07**
- Action plan presented to WSDA Executive Management Team (EMT). **When: 7/16/07**
- Action plan communicated to all WSDA staff. **When: 7/18/07**

Data as of 12/31/2006
Source: HRMS & Agency

# Hire Workforce

**Outcomes:**

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

**Performance Measures**

**Time-to-fill vacancies**

**Candidate quality**

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill Funded Vacancies

Average Number of Days to fill*:          [XX]

Number of vacancies filled:          [XX]

*Equals # of days from hiring requisition to job offer acceptance

## Candidate Quality

|  | Percent | Number |
|---|---|---|
| Candidates interviewed who had competencies needed for the job | [XX]% | [XX] |
| Hiring managers who indicated they could hire best candidate | [XX]% | [XX] |

Data Not Available

**Analysis:**
- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]

**Action Steps:**
- [XXX]
- [XXX]
- [XXX]

# Hire Workforce

**Outcomes:**

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

**Performance Measures**

Time-to-fill vacancies

Candidate quality

**Hiring Balance (proportion of appointment types)**

**Separation during review period**

## Types of Appointments



8

3

3

3

■ New Hires
■ Promotions
▨ Transfers
■ Exempt
□ Other
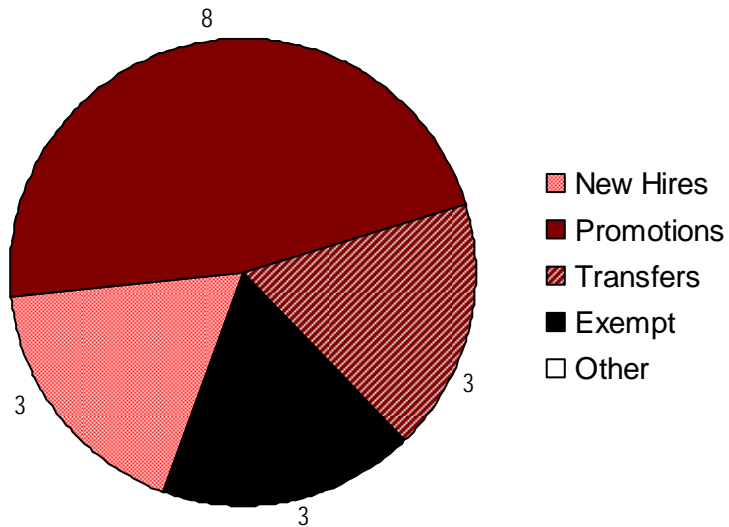
**Total number of appointments = 17**
Time period = 7/2006 through 12/2006
Includes appointments to permanent vacant positions only; excludes reassignments.
"Other" = Demotions, re-employment, reversion & layoff appointments

**Analysis:**

- Majority of hires were internal promotions (almost half).

- Probationary separations are higher than typical.

- 3 of the involuntary probationary separations were for performance, 1 was due to the ending of a project.

- Each person separated had a different supervisor and the job classes were varied.

**Action Steps:**

- HR will contact management in those programs with probationary separations and trial service separations to discuss reasons for separation, including candidate quality.

## Separation During Review Period

| | |
|---|---|
| Probationary separations - Voluntary | 1 |
| Probationary separations - Involuntary | 4 |
| *Total Probationary Separations* | *5* |
| Trial Service separations - Voluntary | 0 |
| Trial Service separations - Involuntary | 1 |
| *Total Trial Service Separations* | *1* |
| **Total Separations During Review Period** | **6** |

Time period = 7/2006 through 12/2006

Data as of 12/2006
Source: HRMS BW

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## Deploy Workforce

**Outcomes:**

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

**Performance Measures**

**Percent employees with current performance expectations**

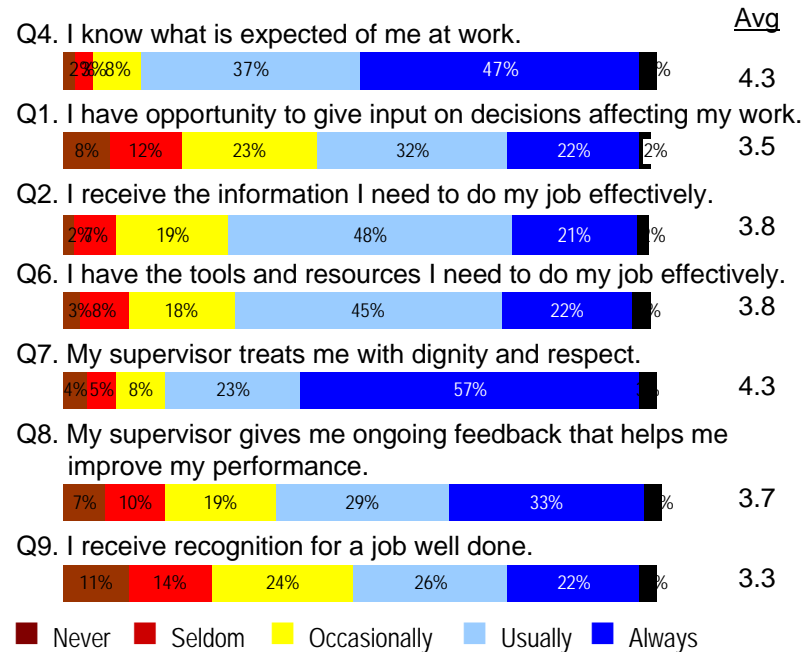Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

# Current Performance Expectations

**Percent employees with current performance expectations = 56.9%**

**Target:  100%**

Total # of employees with current performance expectations* = 285

Total # of employees* = 501

*Applies to employees in permanent positions, both WMS & General Service

**NOTE: Figures do not include employees on staff less than 30 days since expectations were not yet due.**

**Analysis:**

- The percent of employees with current performance evaluations is 57.1%. The percent of employees with current performance expectations is 56.9%. The percentages are almost identical. As the percentage of employees with current evaluations rises, it is likely that the percentage of employees with current expectations will rise as well.

**Action Steps:**

- WSDA Deputy Director established a cross-organizational work team to develop an action plan for timely completion of evaluations. That plan will include completion of performance expectations. **When:  3/19/07**

- WSDA Director sent a memorandum to all managers and supervisors on her expectations for human resource management. In that memorandum, she set out her expectation for 100% timely evaluations. Performance expectations are included in that expectation **When: 3/28/07**

- WSDA HR will develop reporting capacity and drill down capability for tracking and reporting performance expectations.  **When:  5/1/07**

- Action plan presented to WSDA Executive Management Team (EMT). **When:  7/16/07**

- Action plan communicated to all WSDA staff.  **When:  7/18/07**

Data as of 12/31/06
Source:  HRMS & Agency

## Deploy Workforce

**Outcomes:**

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

**Performance Measures**

Percent employees with current performance expectations

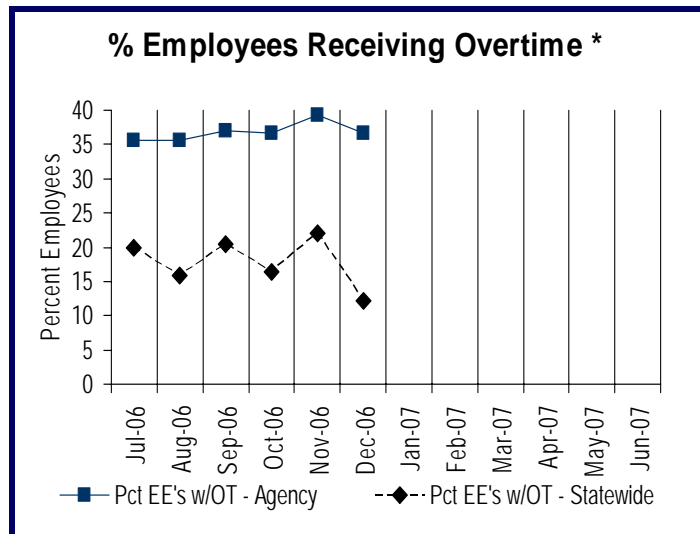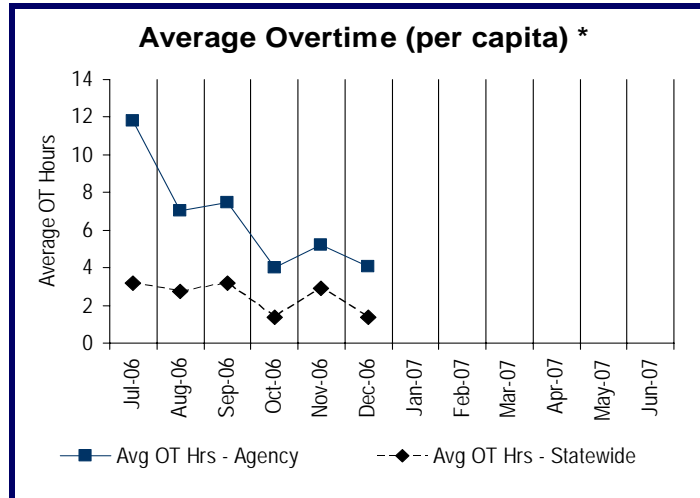**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)
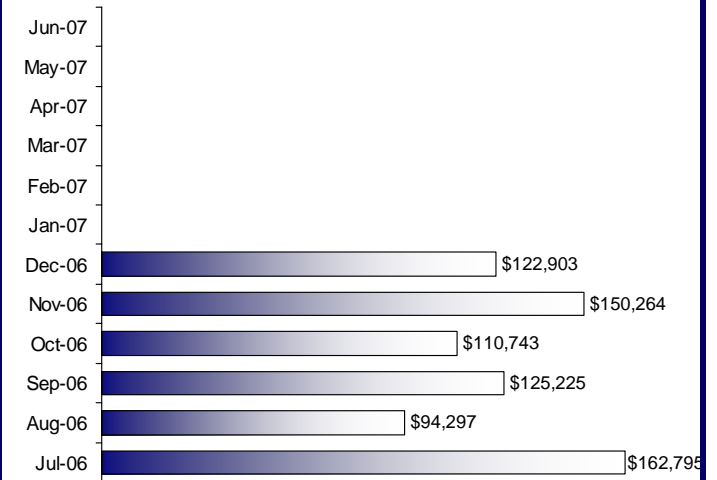
Safety and Workers Compensation (TBD)

# Employee Survey "Productive Workplace" Ratings

Q4. I know what is expected of me at work.

| 2% | 2% | 8% | 37% | 47% | % | **Avg** 4.3 |

Q1. I have opportunity to give input on decisions affecting my work.

| 8% | 12% | 23% | 32% | 22% | 2% | 3.5 |

Q2. I receive the information I need to do my job effectively.

| 2% | 7% | 19% | 48% | 21% | % | 3.8 |

Q6. I have the tools and resources I need to do my job effectively.

| 3% | 8% | 18% | 45% | 22% | % | 3.8 |

Q7. My supervisor treats me with dignity and respect.

| 4% | 5% | 8% | 23% | 57% | % | 4.3 |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 7% | 10% | 19% | 29% | 33% | % | 3.7 |

Q9. I receive recognition for a job well done.

| 11% | 14% | 24% | 26% | 22% | % | 3.3 |

■ Never   ■ Seldom   ■ Occasionally   ■ Usually   ■ Always

**Overall average score for Productive Workplace Ratings: 3.9**

**Analysis:**

- 84% of staff taking the survey usually or always feel they know what is expected of them at work.

- 80% usually or always feel their supervisor treats them with dignity and respect.

- As the percentage of timely evaluations rises, the assumption is that the responses to Q6 and Q9 will increase.

Data as of March 2006 survey
Source: DOP

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## Deploy Workforce

**Outcomes:**

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

**Performance Measures**

Percent employees with current performance expectations

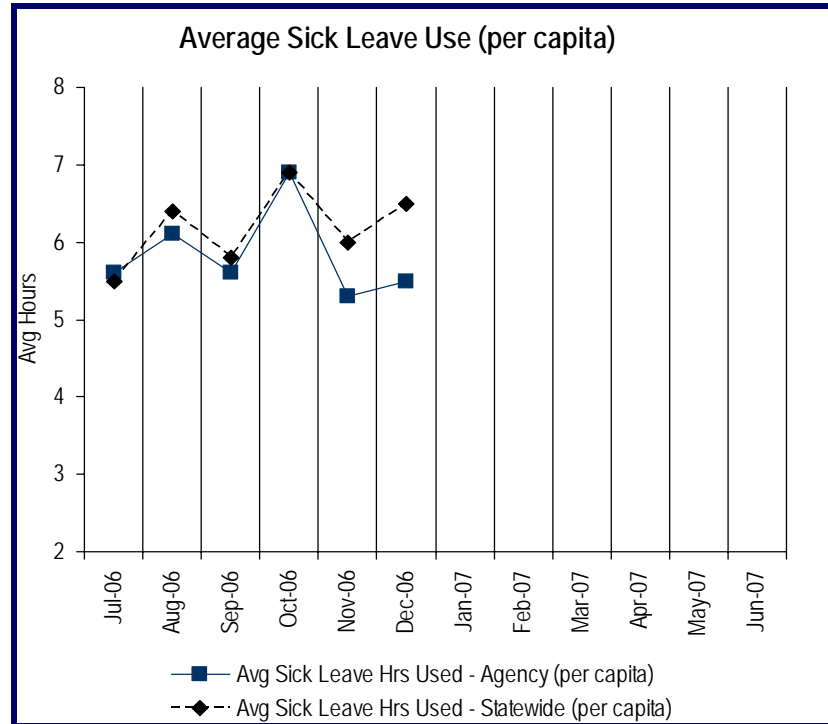Employee survey ratings on "productive workplace" questions

**Overtime usage**

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

# Overtime Usage

### Average Overtime (per capita) *



Legend: Avg OT Hrs - Agency ; Avg OT Hrs - Statewide

### % Employees Receiving Overtime *



Legend: Pct EE's w/OT - Agency ; Pct EE's w/OT - Statewide

* Statewide overtime values do not include DNR

Data as of 12/31/06
Source: HRMS BW

### Overtime Cost - Agency



| Month | Cost |
|---|---|
| Dec-06 | $122,903 |
| Nov-06 | $150,264 |
| Oct-06 | $110,743 |
| Sep-06 | $125,225 |
| Aug-06 | $94,297 |
| Jul-06 | $162,795 |

**Analysis:**

- WSDA overtime (OT) increases on a cyclical basis to meet industry demand, particularly during harvests.

- 88% of WSDA's OT occurs in the Commodity Inspection Division (From 7/1/06 to 12/31/06 WSDA had 1768 hours of OT. 1554 of those hours were in the Commodity Inspection Division.)

- OT in the Commodity Inspection Division is driven by industry demand. These OT costs are covered by inspection fee revenue.

- Industry-driven OT is essential to support the economic vitality of the industry. It supports commerce in domestic and export markets.

- OT is an effective and efficient way to provide adequate staffing during times of peak activity.

**Action Steps:**

- Assistant Directors will continue to effectively manage OT to ensure it stays at acceptable levels.

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# Sick Leave Usage

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

**Sick leave usage**

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

### Average Sick Leave Use (per capita)



- Avg Sick Leave Hrs Used - Agency (per capita)
- Avg Sick Leave Hrs Used - Statewide (per capita)

### Analysis:

- Sick Leave (SL) is at or below the statewide average.

- It is unknown whether the sick leave usage shown was planned or unplanned. The Business Warehouse is currently unable to provide that data.

### Action Steps:

- Assistant Directors will continue to manage SL in each division.

- HR will work with managers and supervisors on strategies to identify and mitigate SL abuse.

- WSDA will publicize and encourage participation in workplace wellness activities.

### Sick Leave Hrs Used / Earned (per capita)

| Avg Hrs SL Used, per capita – Agency | Avg Hrs SL Used, per capita – Statewide | % of SL Hrs Earned, per capita – Agency | % of SL Hrs Earned, per capita – Statewide |
|---|---|---|---|
| 5.8 Hrs | 6.2 Hrs | 75.0% | 79.8% |

### Sick Leave Hrs Used / Earned (those who took SL)

| Avg Hrs SL Used – Agency (those who took SL) | Avg Hrs SL Used – Statewide (those who took SL) | % SL Hrs Used vs Earned – Agency (those who took SL) | % SL Hrs Used vs Earned – Statewide (those who took SL) |
|---|---|---|---|
| 12.2 Hrs | 11.7 Hrs | 152.1% | 145.8% |

Sick Leave time period = 7/2006-12/2006

* Statewide data does not include DOL, DOR. L&I, and LCB
Source:  DOP Reports

## Deploy Workforce

**Outcomes:**

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

**Performance Measures**

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

# Non-Disciplinary Grievances (represented employees)

**Number of Non-Disciplinary Grievances Filed**
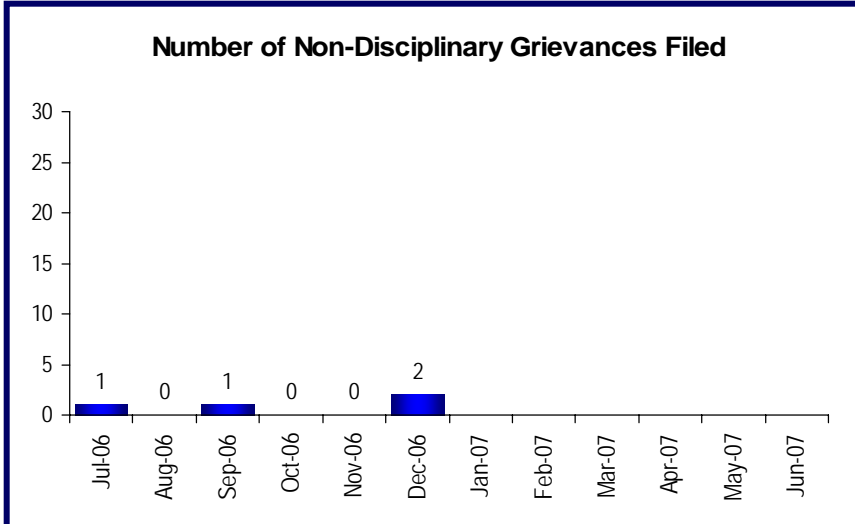


**Total Non-Disciplinary Grievances = 4**

**Type of Non-Disciplinary Grievances**
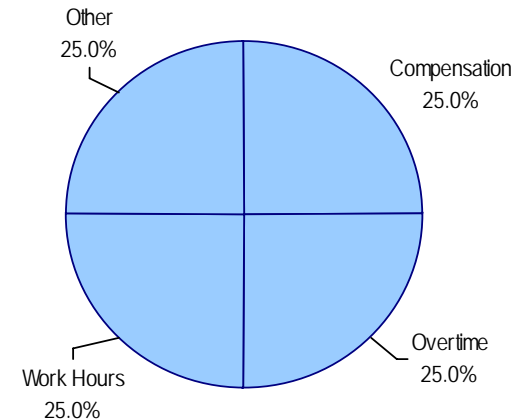


**Non-Disciplinary Grievance Disposition***
(Outcomes determined during 07/06 through 12/06)

- No outcomes during this time period.

**Analysis:**

- 4 grievances filed during this reporting period.

- Managers and supervisors are resolving issues at the lowest level, resulting in the low number of grievances filed.

**Action Steps:**

- Managers and supervisors will continue to resolve issues at the lowest level possible.

- WSDA will monitor grievance activity to ensure that issues continue be resolved at the lowest possible level.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of 12/31/2006
Source: Agency

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## Deploy Workforce

**Outcomes:**

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

**Performance Measures**

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

# Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

Time Period = 07/06 through 12/06

0  Job classification

0  Rule violation

0  Name removal from register

0  Rejection of job application

0  Remedial action

**0  Total filings**

### Filings with Personnel Resources Board

Time Period = 07/06 through 12/06

0  Job classification

0  Other exceptions to Director Review

0  Layoff

0  Disability separation

0  Non-disciplinary separation

**0  Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

**Director's Review Outcomes**

**PRB/PAB Outcomes**

Total outcomes = 0

Total outcomes = 0

Time Period = 07/06 through 12/06

Time Period = 07/06 through 12/06

Source:  Agency

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## Develop Workforce

# Individual Development Plans

**Outcomes:**

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

**Performance Measures**

**Percent employees with current individual development plans**

**Employee survey ratings on "learning & development" questions**

Competency gap analysis (TBD)

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**Percent employees with current individual development plans = 50%**

**Target: 100%**
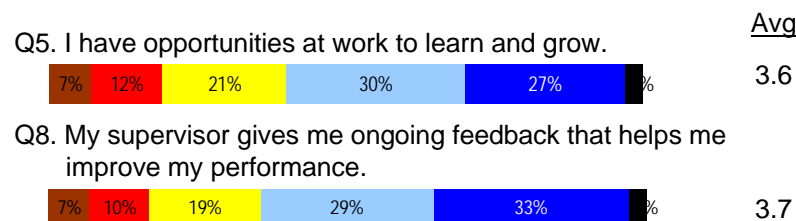
Total # of employees with current IDPs* = 250

Total # of employees* = 501

*Applies to employees in permanent positions, both WMS & WGS

NOTE: Figures do not include employees on staff less than 30 days.

Figures are estimates.

### Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow.

| | | | | | | Avg |
|---|---|---|---|---|---|---|
| 7% | 12% | 21% | 30% | 27% | % | 3.6 |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| | | | | | | |
|---|---|---|---|---|---|---|
| 7% | 10% | 19% | 29% | 33% | % | 3.7 |

**Overall average score for Learning & Development Ratings: 3.7**

Data as of 12/31/06
Survey completed 3/2006
Source: Agency & DOP

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**Analysis:**

- As the timely completion of evaluations rises, so should the rate of individual performance plans.

- Timely evaluations will most likely positively impact the "Learning & Development" ratings.

**Action Steps:**

- WSDA Deputy Director established cross-organizational work team to develop an action plan for timely completion of evaluations. Individual development plans are part of the evaluation process. **When: 3/19/07**

- WSDA Director sent a memorandum to all managers and supervisors on her expectations for human resource management. In that memorandum she set out her expectation for 100% timely evaluations. **When: 3/28/07**

- WSDA HR will develop reporting capacity and drill down capability for tracking and reporting individual development plans. **When: 5/1/07**

- Action plan presented to WSDA Executive Management Team (EMT). **When: 7/16/07**

- Action plan communicated to all WSDA staff. **When: 7/18/07**

## Reinforce Performance

**Outcomes:**

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

**Performance Measures**

**Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

**Percent employees\* with current performance evaluations = 57.1%**

**Target: 100%**

Total # of employees with current performance evaluations\* = 284

Total # of employees\* = 497

\*Applies to employees in permanent positions, both WMS & WGS

NOTE: Figures do not include new hires whose performance evaluations were not yet due.

**Analysis:**

- Percentage of employees with current performance evaluations is up from 42.8% in July of 2006 to 57.1% in December of 2006.

- Employee survey results show 51% of WSDA employees felt they get meaningful feedback about their performance.

**Action Steps:**

- WSDA Deputy Director established cross-organizational work team to develop an action plan for timely completion of evaluations. **When: 3/19/07**

- WSDA Director sent a memorandum to all managers and supervisors on her expectations for human resource management. In that memorandum she set out her expectation for 100% timely evaluations. **When: 3/28/07**

- WSDA HR will develop reporting capacity and drill down capability for tracking and reporting performance evaluations. **When: 5/1/07**

- Action plan presented to WSDA Executive Management Team (EMT). **When: 7/16/07**

- Action plan communicated to all WSDA staff. **When: 7/18/07**

Data as of 12/31/06
Source: Agency

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
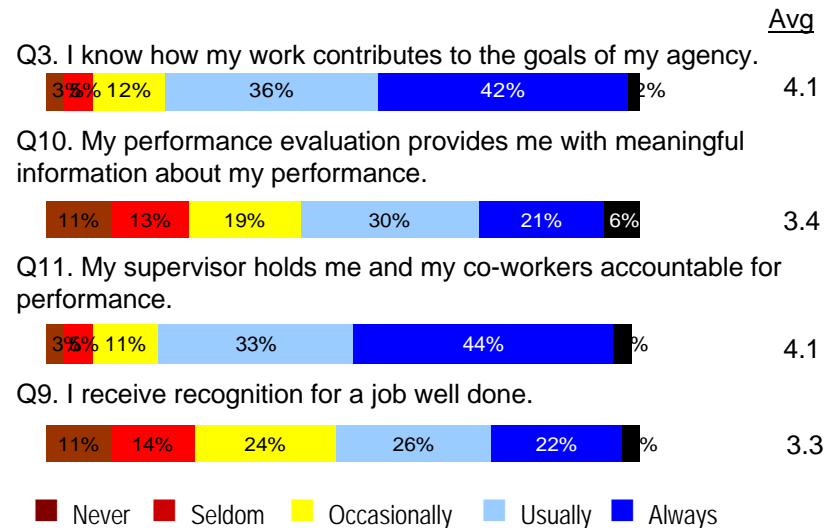
## Performance Measures

Percent employees with current performance evaluations

**Employee survey ratings on "performance and accountability" questions**

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey "Performance & Accountability" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 3% | 12% | 36% | 42% | 2% |

4.1

Q10. My performance evaluation provides me with meaningful information about my performance.

| 11% | 13% | 19% | 30% | 21% | 6% |

3.4

Q11. My supervisor holds me and my co-workers accountable for performance.

| 3% | 5% | 11% | 33% | 44% | % |

4.1

Q9. I receive recognition for a job well done.

| 11% | 14% | 24% | 26% | 22% | % |

3.3

■ Never  ■ Seldom  □ Occasionally  □ Usually  ■ Always

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**Overall average score for "Performance & Accountability" ratings: 3.7**

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### Analysis:

- 78% of staff usually or always know how their work contributes to the goals of the WSDA.

- As evaluations are done timely, these ratings should improve.

# Reinforce Performance

## Formal Disciplinary Actions

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

**Disciplinary Action Taken**
Time period = 7/2006 through 12/2006

|  |  |
|---|---|
| Dismissals | 1 |
| Demotions | 0 |
| Suspensions | 0 |
| Reduction in Pay* |  |
| **Total Disciplinary Actions*** | **1** |

\* Reduction in Pay is not currently available in HRMS/BW.

**Issues Leading to Disciplinary Action**

- Purposefully failing to perform job duties thus putting agency data at risk.

**Analysis:**

- The disciplinary action taken was upheld by the PRB in February of 07.

**Action Steps:**

- WSDA HR will continue to work with managers and supervisors to address workplace performance appropriately.

## Reinforce Performance

**Outcomes:**

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

**Performance Measures**

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

# Disciplinary Grievances and Appeals

### Disciplinary Grievances (Represented Employees)



**Total # Disciplinary Grievances Filed:  0**
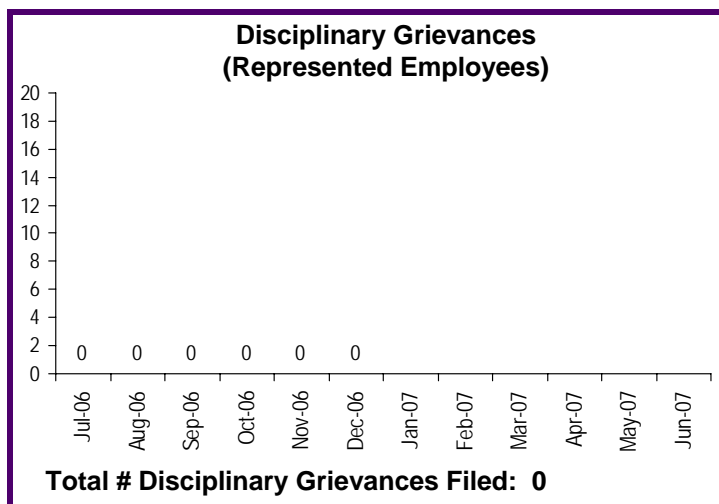
### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 07/2006 through 12/2006

1  Dismissal

0  Demotion

0  Suspension

0  Reduction in salary

**1  Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

Time period = 7/2006 through 12/2006

- No Outcomes during this period.

### Disposition (Outcomes) of Disciplinary Appeals*

Time period = 7/2006 through 12/2006

- No Outcomes during this period.

Data as of 12/31/2006
Source: Agency

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

**Performance Measures**

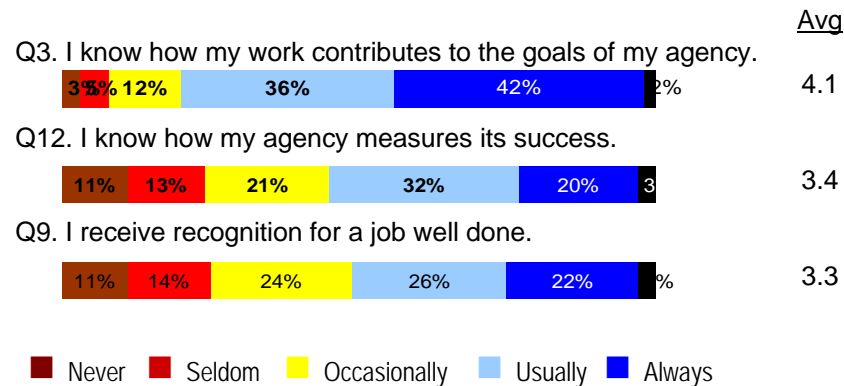**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% 5% 12% | 36% | 42% | 2% |

4.1

Q12. I know how my agency measures its success.

| 11% | 13% | 21% | 32% | 20% | 3 |

3.4

Q9. I receive recognition for a job well done.

| 11% | 14% | 24% | 26% | 22% | % |

3.3

■ Never  ■ Seldom  ■ Occasionally  ■ Usually  ■ Always

**Analysis:**

- 78% of staff usually or always know how their work contributes to the goals of the WSDA.

- Timely completion of evaluations should positively impact these ratings.

**Overall average score for Employee Commitment ratings:  3.5**

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

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**Performance Measures**
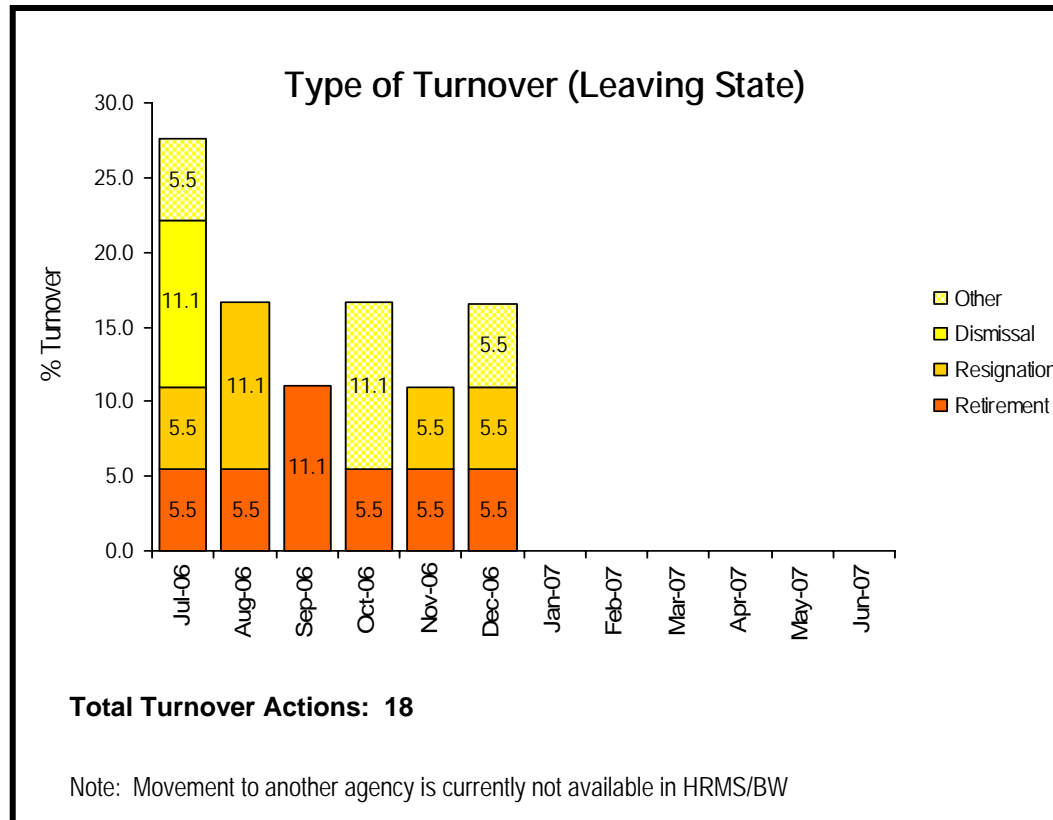
Employee survey ratings on "commitment" questions

**Turnover rates and types**

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates

### Type of Turnover (Leaving State)



**Total Turnover Actions: 18**

Note: Movement to another agency is currently not available in HRMS/BW

|  | Jul-06 | Aug-06 | Sep-06 | Oct-06 | Nov-06 | Dec-06 |
|---|---|---|---|---|---|---|
| Retirement | 1 | 1 | 2 | 1 | 1 | 1 |
| Resignation | 1 | 2 |  |  | 1 | 1 |
| Dismissal | 2 |  |  |  |  |  |
| Other | 1 |  |  | 2 |  | 1 |

**Analysis:**

- The majority of turnover was due to retirements.
- Exit interviews are not done regularly.
- Those exit interviews that are done, are done in person.

**Action Steps:**

- Identify employees eligible to retire in the next 5 years.
- Discuss succession planning options with Executive Management.
- Assess if there are specific programs with high turnover.
- If there are programs with high turnover, HR will work with management to identify reasons.
- HR will develop a written exit interview to be given to all permanent staff that leave WSDA.

Data as of 7/2006-12/2006
Source: HRMS BW

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

**Performance Measures**

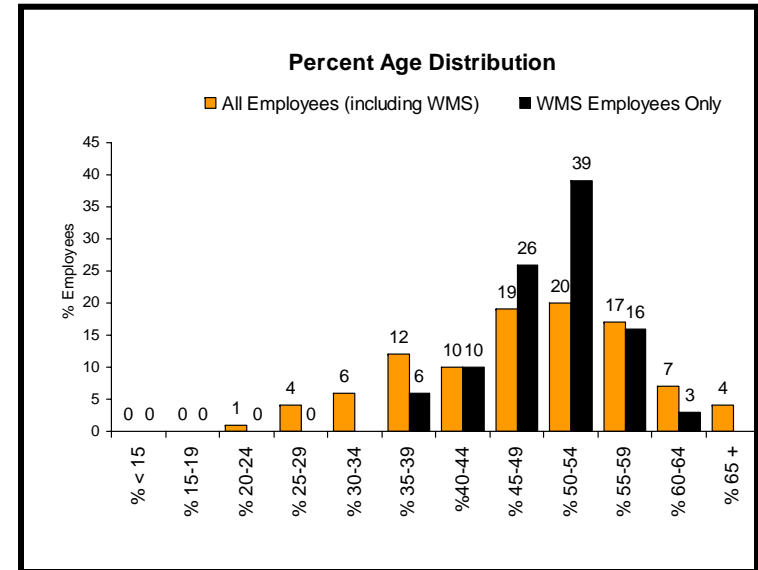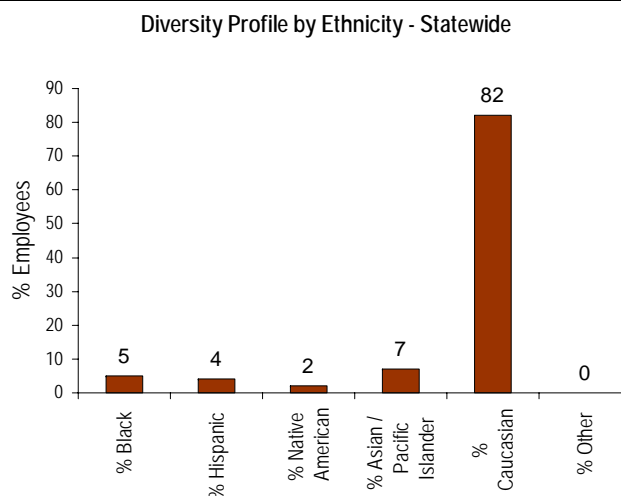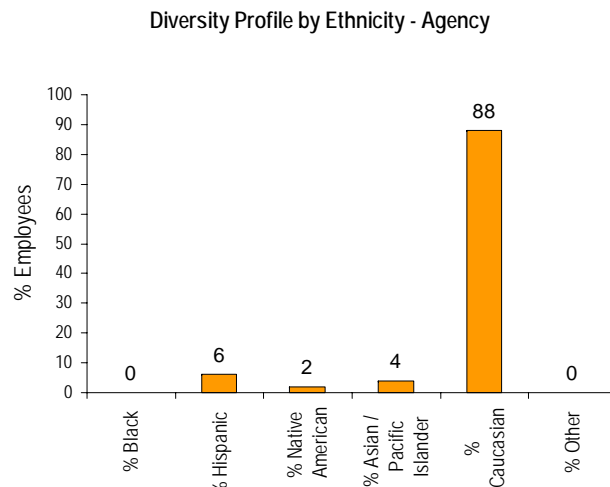Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)

# Workforce Diversity Profile

| | Agency | State |
|---|---|---|
| Female | 40% | 52% |
| Disabled | 2% | 5% |
| Vietnam Vet | 7% | 7% |
| Disabled Vet | 1% | 2% |
| People of color | 12% | 18% |
| Persons over 40 | 77% | 75% |

### Percent Age Distribution

Legend: ■ All Employees (including WMS)  ■ WMS Employees Only

| Age | All Employees | WMS Only |
|---|---|---|
| % < 15 | 0 | 0 |
| % 15-19 | 0 | 0 |
| % 20-24 | 1 | 0 |
| % 25-29 | 4 | 0 |
| % 30-34 | 6 | |
| % 35-39 | 12 | 6 |
| % 40-44 | 10 | 10 |
| % 45-49 | 19 | 26 |
| % 50-54 | 20 | 39 |
| % 55-59 | 17 | 16 |
| % 60-64 | 7 | 3 |
| % 65 + | 4 | |

### Diversity Profile by Ethnicity - Agency

| Ethnicity | % Employees |
|---|---|
| % Black | 0 |
| % Hispanic | 6 |
| % Native American | 2 |
| % Asian / Pacific Islander | 4 |
| % Caucasian | 88 |
| % Other | 0 |

### Diversity Profile by Ethnicity - Statewide

| Ethnicity | % Employees |
|---|---|
| % Black | 5 |
| % Hispanic | 4 |
| % Native American | 2 |
| % Asian / Pacific Islander | 7 |
| % Caucasian | 82 |
| % Other | 0 |

### Analysis:

- WSDA closely mirrors the statewide diversity profile with the exception of African Americans.

### Action Steps:

- WSDA will focus on recruiting candidates that reflect the diversity of the State of Washington.

Data as of 12/2006
Source: HRMS BW